Defense Contract Management Agency

Combat Support Opera

Presented By:
Herbert Watson
DCMA-International
Chief, Contingency Operations
21 Apr 05

DCMA
Defense Contract Management Agency

Agenda

- **Mission**
- **Lines of Authority**
- **Organizational Structure**
- **Combat Support Responsibilities**
- **Contingency OPTEMPO/Missions**
- **OPERATION ENDURING FREEDOM**
- **OPERATION IRAQI FREEDOM**
- **DCMA COCOM LNO**

Defense Contract Management Agency

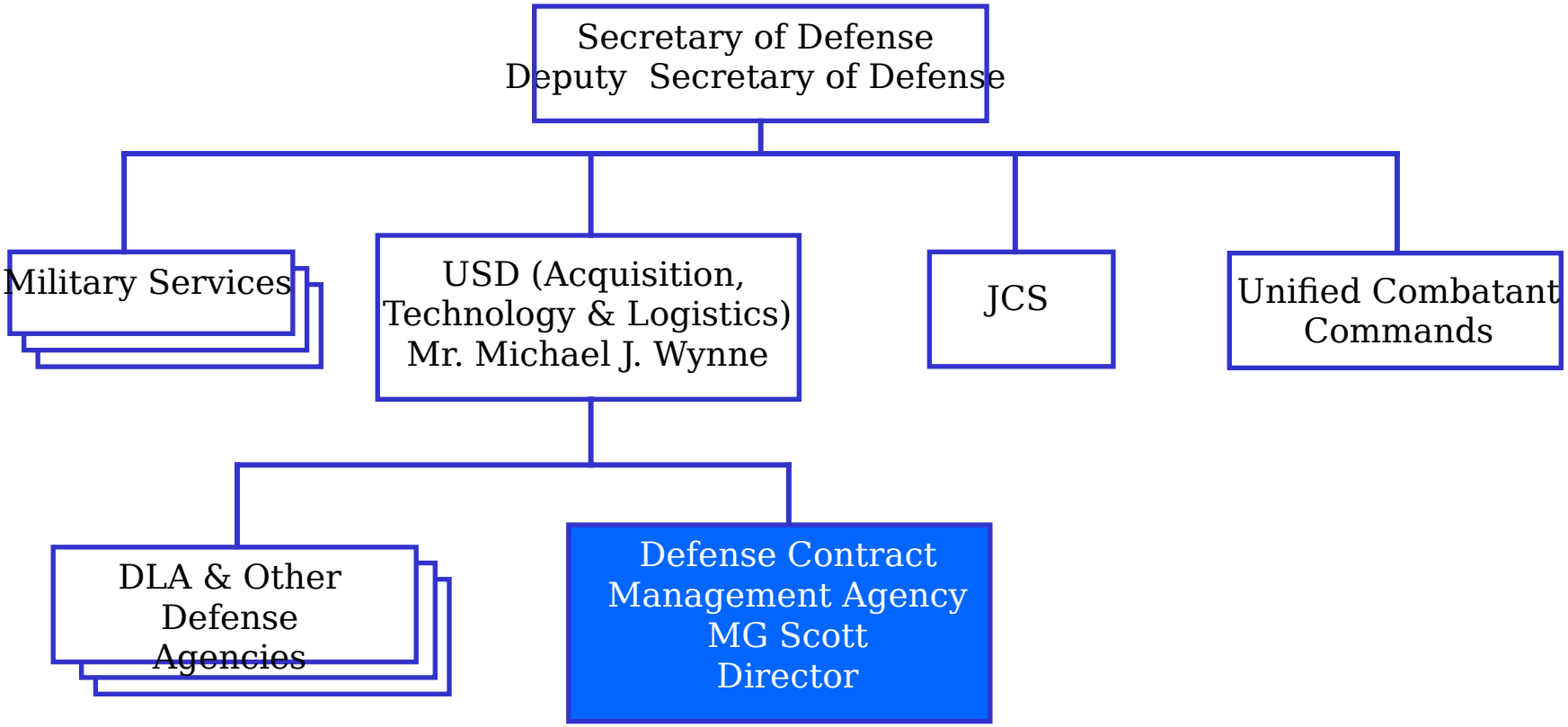
Vision:

The Indispensable Partner, Chosen by our Customers for the Best Solutions.

Mission:

Provide Customer Focused Acquisition Life Cycle and Combat Support to Ensure Readiness, Worldwide, 24/7

DCMA Lines of Authority



"Combat Support Agency Designation"

Agency Organization

Senior Enlisted Advisor
CMSgt Don Collins, USAF
703-428-1322

DIRECTOR (D)
Maj Gen Darryl A. Scott, USAF
703-428-1700
DEPUTY DIRECTOR (DD)
Mrs. Sallie H. Flavin
703-428-1701

Reserve Affairs (DR)

Special Staff/
Chief of Staff
Executive Director

Aircraft Operations
Executive Director

Special Programs

General Counsel

Std Business Sys

Financial & Business
Operations
Executive Director

Deputy Executive Director

Information Technology
Executive Director

Deputy Executive Director

Human Resources
Executive Director

Deputy Executive Director

Contract Management
Operations
Executive Director

Deputy Executive Director

Program Support &
Customer Relations
Executive Director

Defense Contract Management District
East Director

Deputy Director

Defense Contract Management District
West Director

Deputy Commander

Defense Contract Management District
International Commander

Deputy Commander

Combat Support Agency
"What Does That Mean"

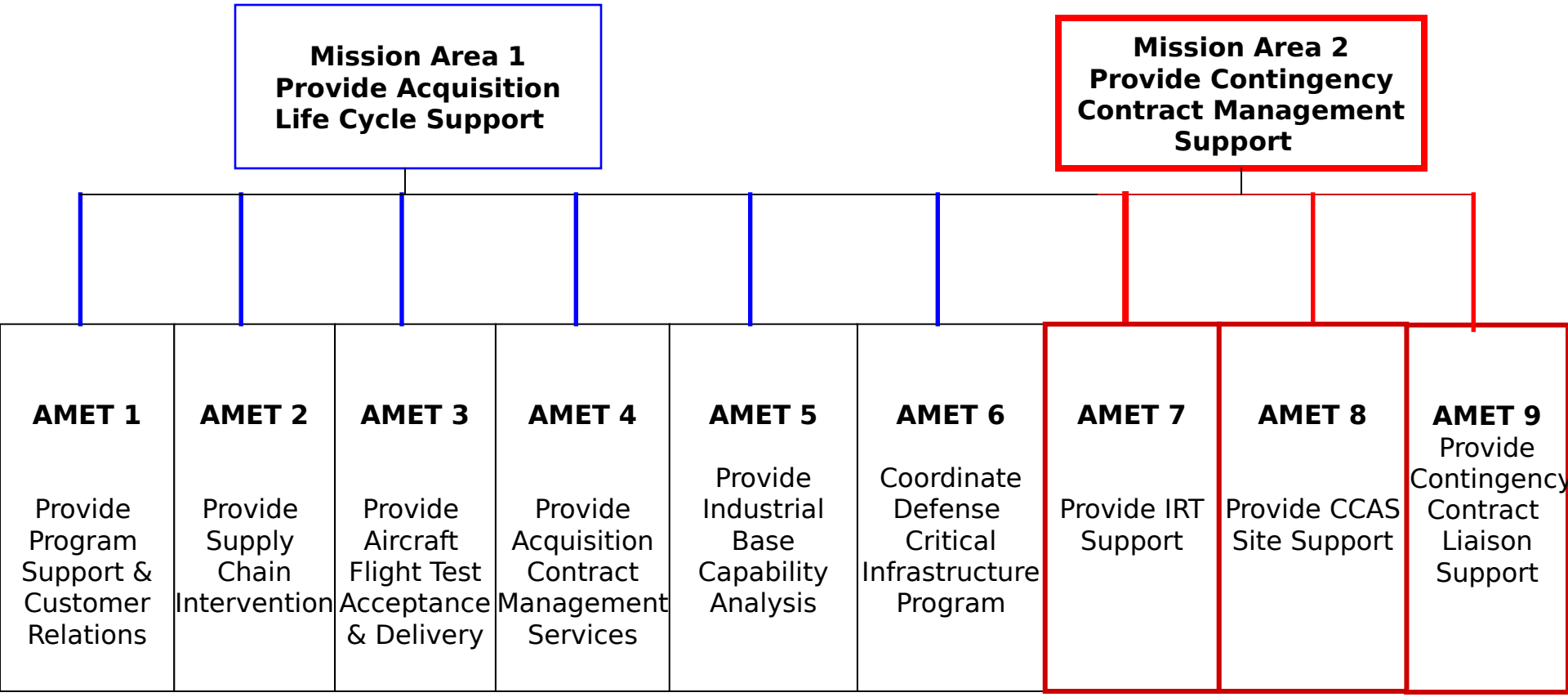
DOD Directive 5105.64

DCMA established as a Combat Support Age
Department of Defense in accordance USC T
Section 193 under the direction and control
USD(AT&L).

- *Perform contract administration services IAW the FAR &*
  DFAR, Part 42
- *Responsible to the CJCS for Combat Support and other*
  related activities, as appropriate

CSA Mission: What We Do

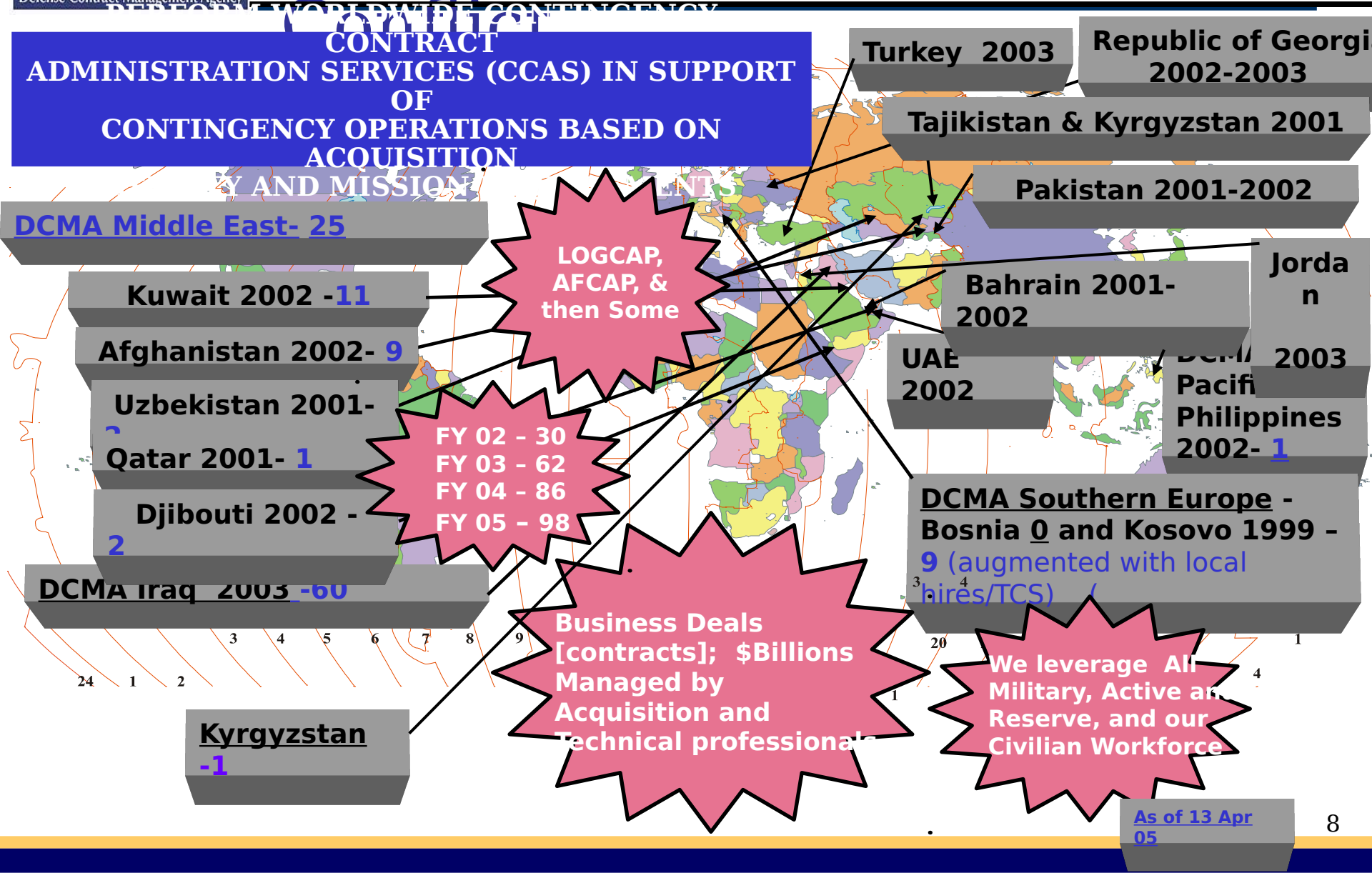
Agency Mission Essential Task List



Supporting the Contingency

DCMA
Defense Contract Management Agency

CONTRACT ADMINISTRATION SERVICES (CCAS) IN SUPPORT OF CONTINGENCY OPERATIONS BASED ON ACQUISITION

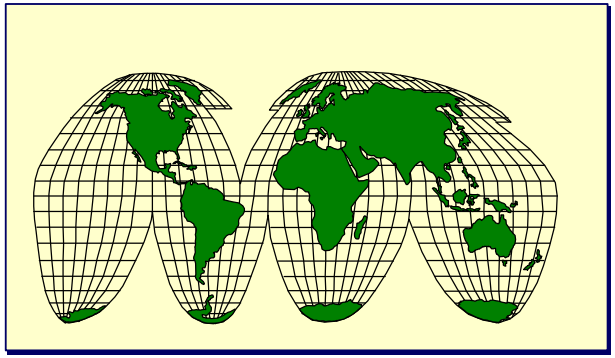

Turkey 2003
Republic of Georgi 2002-2003
Tajikistan & Kyrgyzstan 2001
Pakistan 2001-2002
DCMA Middle East- 25
LOGCAP, AFCAP, & then Some
Kuwait 2002 -11
Afghanistan 2002- 9
Uzbekistan 2001-
Qatar 2001- 1
Djibouti 2002 - 2
DCMA Iraq 2003 -60
FY 02 – 30
FY 03 – 62
FY 04 – 86
FY 05 – 98
Bahrain 2001-2002
UAE 2002
Jorda n 2003
Philippines 2002- 1
DCMA Southern Europe - Bosnia 0 and Kosovo 1999 – 9 (augmented with local hires/TCS)
Kyrgyzstan -1
Business Deals [contracts]; $Billions Managed by Acquisition and Technical professionals
We leverage All Military, Active an Reserve, and our Civilian Workforce

As of 13 Apr 05

DCMA
Defense Contract Management Agency

Contingency Workload

LOGCAP
Logistics Civil Augmentation Program



Flexible, Responsive, Worldwide Support

CECOM

* Developmental Programs
* Organization
* Workforce
* Sites

What We Buy

Who Are Our Customers

What Are Our Core Competencies

Rapid Response (R2)

Air Force Contract Augmenta Program (AFCAP)

Contingency Contract Management Functions

- Monitors cost performance
- Monitors quality assurance compliance inspection of services
- Performs property administration
- Provides Acquisition Planning Support
- Provides Technical Support to Contrac Negotiations
- Performs surveillance of contractor's t Purchasing System

Typical Contract Mission Tasks

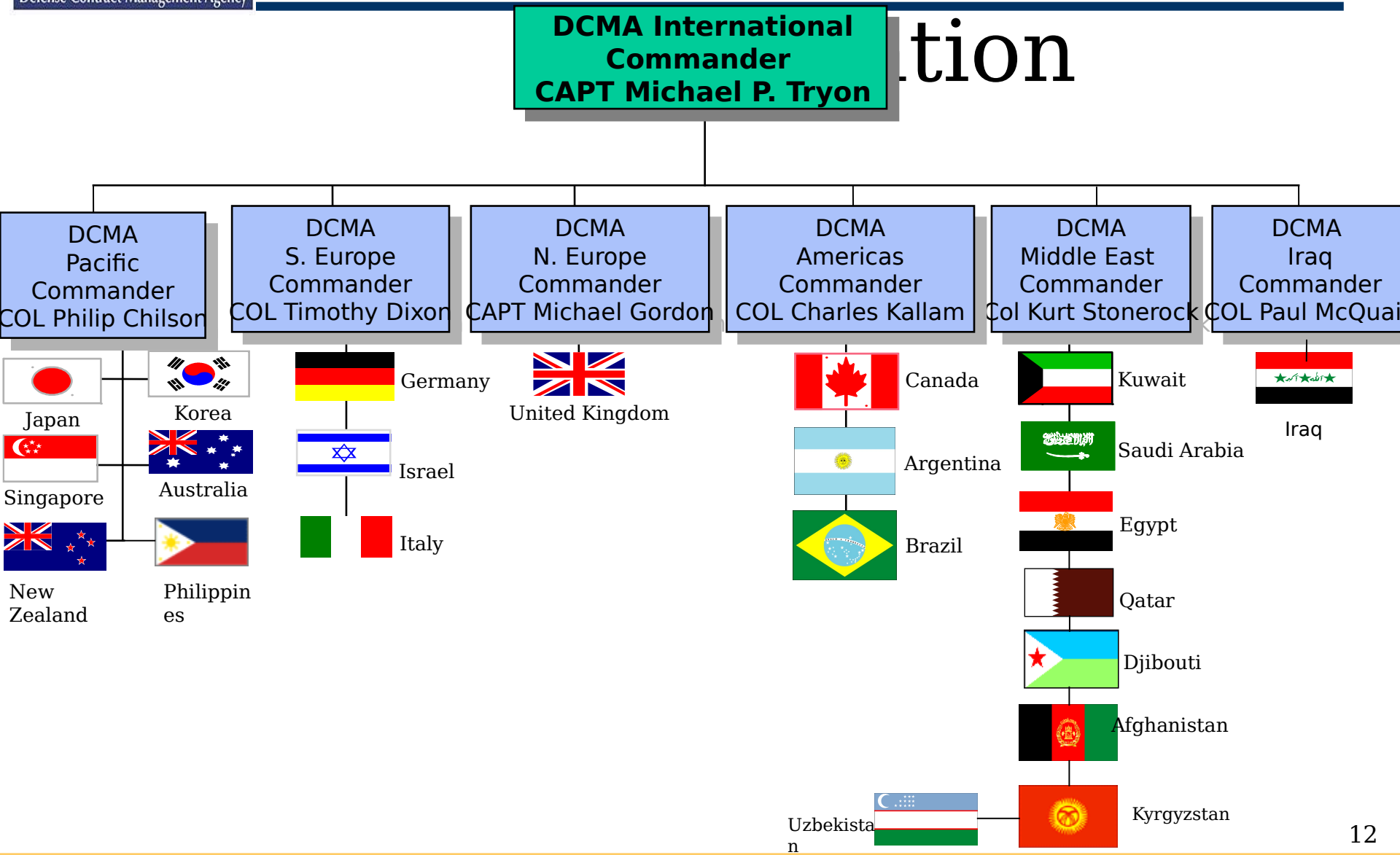
LOGCAP

- Base Camp Operations
- Facilities Management
- Force Provider Set-Up and Maintenance
- Vector Control
- Laundry and Bath
- Food Services Operations
- MWR
- Transportation Motor Pool Operations

AFCAP

- Logistics Build-up Suppo
  - materials
  - equipment
  - supplies
- Power Production Suppor
- Engineering Services
- Water Production
- Site Preparation
- Vertical Construction

International's tion



Operation ENDURING FREEDOM

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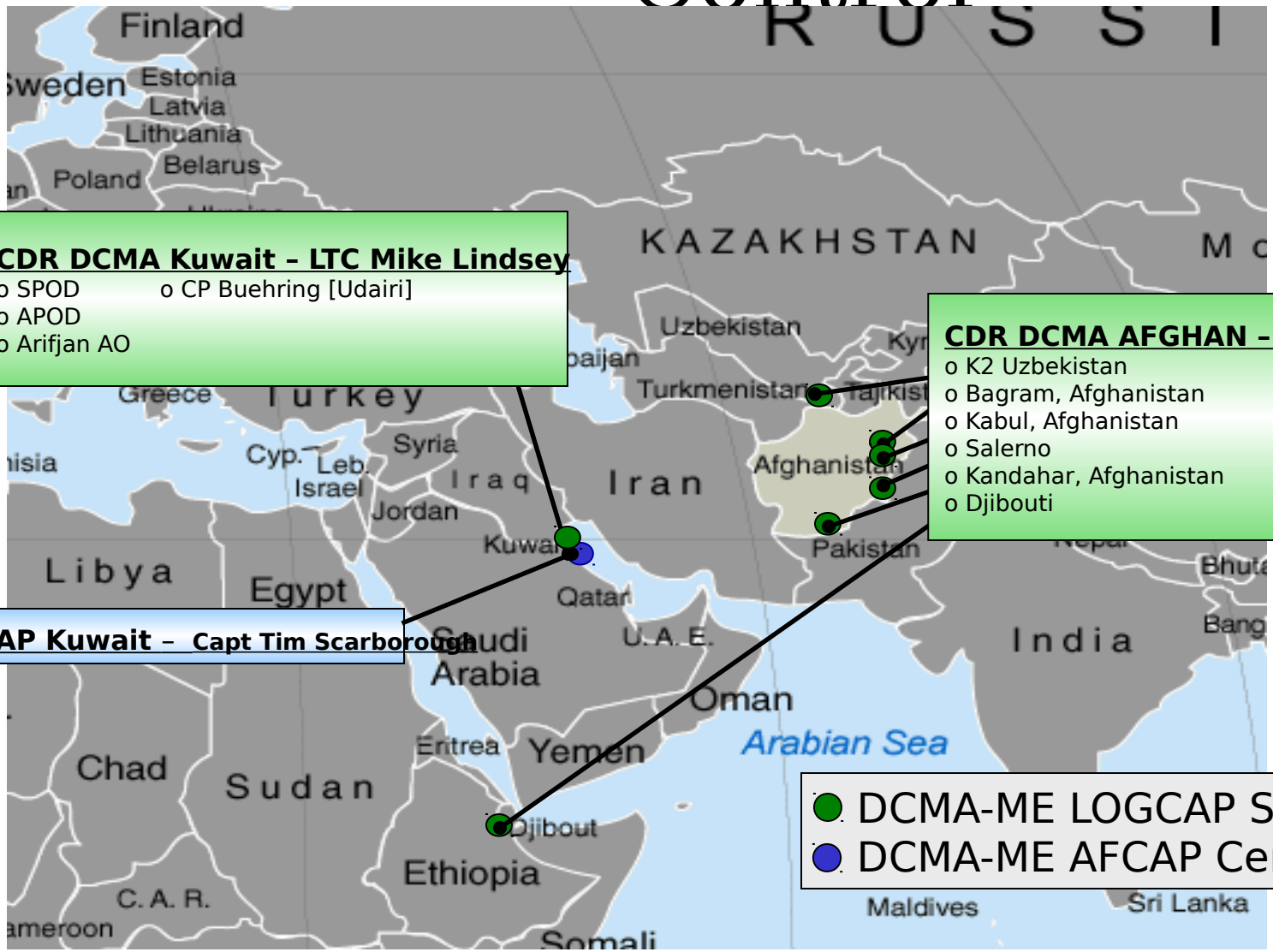
CCAS Command and Control



CDR DCMA Kuwait – LTC Mike Lindsey

- o SPOD
- o APOD
- o Arifjan AO
- o CP Buehring [Udairi]

CDR DCMA AFGHAN – Lt Col John Gil

- o K2 Uzbekistan
- o Bagram, Afghanistan
- o Kabul, Afghanistan
- o Salerno
- o Kandahar, Afghanistan
- o Djibouti

OIC AFCAP Kuwait – Capt Tim Scarborough

Command and Control

AFCAP Task Order Locations

Al Jaber and Ali Al Salem AB Kuwait
Power Production, Engineering Support, and Aircraft Arrest

Al Udeid AB Qatar
Power Production, Engineering Support, Air Traffic Mgmt Cell, ACO Support

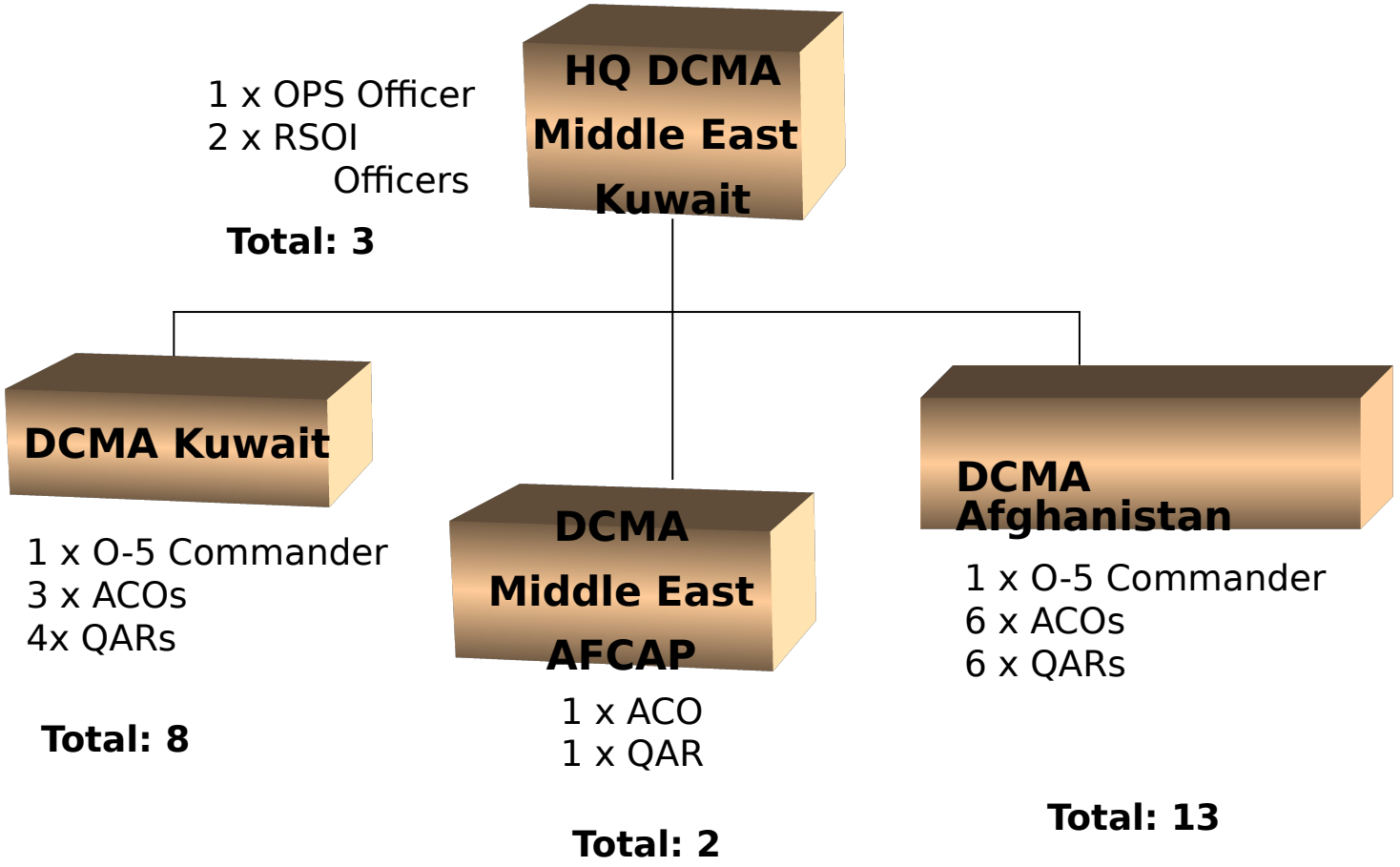
Al Dhafra AB UAE
Engineering Support and Power Production

Manas AB Kyrgyzstan
Air Traffic Mgmt, Power Pro, DFAC, Eng

Karshi-Khanabad, Uzbekistan
Air Traffic Mgmt

Bagram, Kabul, and Kandahar, Afghanistan
Air Traffic Mgmt

DCMA Middle East



Reflects deployed personnel

Afghanistan LOGCAP Task Orders

T.O.	T.O. Title	Lead ACO	ROM ($M)	Obligated ($M)	Payments ($M)	ULO ($M)
47	Karshi-Khanabad, UZ – Airfield Maint & Services	LT Harris	$ 115	$ 25.6	$ 16.3	$ 9.3
97	Bagram – Base Camp O&M; Airfield Maint & Services	MAJ Culclasure	$ 399.9	$ 76.6	$ 48.4	$ 18.2
92	Combined Joint Operations Area (CJOA) – Base Camp O & M	MAJ Culclasure	$ 25.8	$ 12.9	$ 3.4	$ 9.5
54	Kabul (KMTC) – Eng & Constr; Base Camp O & M	MAJ Vivaldi	$ 14.8	$ 1.0	$ 0.7	$ 0.3
53	Kabul (CP Phoenix) – Power Gen	MAJ Vivaldi	$ 141.5	$ 43.3	$ 19. 5	$ 23.8
95	Kabul (OMC-A) – Power Gen; Base Camp O & M	MAJ Vivaldi	$ 30.9	$ 4.5	$ 3.4	$ 1.1
62	Kabul (Pol E Charki) – Base Camp O & M	MAJ Vivaldi	$ 17.6	$3.5	$ 2.0	$ 1.5
98	Kandahar – Base Camp Ops; Direct Spt Maint	MAJ Rupkalvis	$ 177	$ 77	$ 31.6	$ 45.4
84	Salerno – Regional Interr Facility	MAJ Dove	$ 38	$ 18.3	$ 10.9	$ 7.4
15/94	Djibouti – Airfield Ops; O & M	CDR Pelquin	$ 156.8	$ 40.6	$ 27.3	$ 13.3
	TOTAL		$ 1.2 B	$ 303 M	$ 163.5 M	$ 139.5

Kuwait LOGCAP Task Orders

T.O	T.O Title	Lead ACO	ROM ($M)	Obligated ($M)	Payments ($M)	ULO ($M)
37	Cp Arifjan – Contractors on the Battlefield	LCDR Craven	$ 3.1	$1.6	$ 1.2	$ 0.4
38	Cp Buehring – Airfield Ops; O&M	LtCol Rourke	$ 95.9	$ 37.9	$ 36.4	$ 1.5
43	Theater Transportation – Convoy Spt Centers; Fuel; Flatbed Mvmt	LTC Blevins	$ 1,380	$ 701	$ 596	$ 105
50	Bulk Fuel Mission – Fuel Farms O&M	LCDR Craven	$ 42.5	$21.1	$ 14.4	$ 6.7
58	Supply Support Activity	LCDR Craven	$ 315.0	$ 136.6	$ 99.0	$ 37.6
63	Federal Deployment Center	LCDR Craven	$ 25.4	$ 12.1	$ 2.4	$ 9.7
66	Kuwait Naval Base – O & M	LTC Blevins	$ 31.9	$ 8.0	$ 4.6	$ 3.4
72	Army Oil Analysis Program – Cp Arifjan; Balad, Iraq; Bagram, AF	LtCol Rourke	$ 3.3	$ 1.7	$ 1.3	$ 0.4
81	NAVISTAR – O&M; Power Gen	LTC Blevins	$ 32.2	$ 15.5	$ 11.3	$ 4.2
86	SPOD – Base O&M	LtCol Rourke	$ 116.8	$ 12.4	$ 1.7	$ 10.7
90	Cp Arifjan – Life Support Area; Base Camp O&M; Force Providers	LtCol Rourke	$ 344.3	$ 39.8	$ 6.5	$ 33.3

AFCAP Cost Distribution

- Air Traffic Management: $94,700,000
- Power Production: $33,800,000
- Engineering Support: $7,000,000
- Food Services: $3,400,000
- Interpreters: $1,900,000

OEF Challenges - Strategic

- ✓ Afghanistan/Djibouti
  - Mission Creep
    - ➢ Reinforce order of precedence for meeting service needs
  - Initiatives to foster integration across geographically dispersed command
- ✓ Philippines
  - Growing Support to Security Assistance Mission in the PI
  - Increased size of JSOTF-Philippines force structure

OEF Challenges - Operatio

- ✓ Afghanistan/Kuwait
  - Improving the Award Fee Determinatio
  - Managing the upcoming TOA in Afghan
- ✓ Philippines
  - Customer Education ---CECOM Rapid R
    Contract is not LOGCAP

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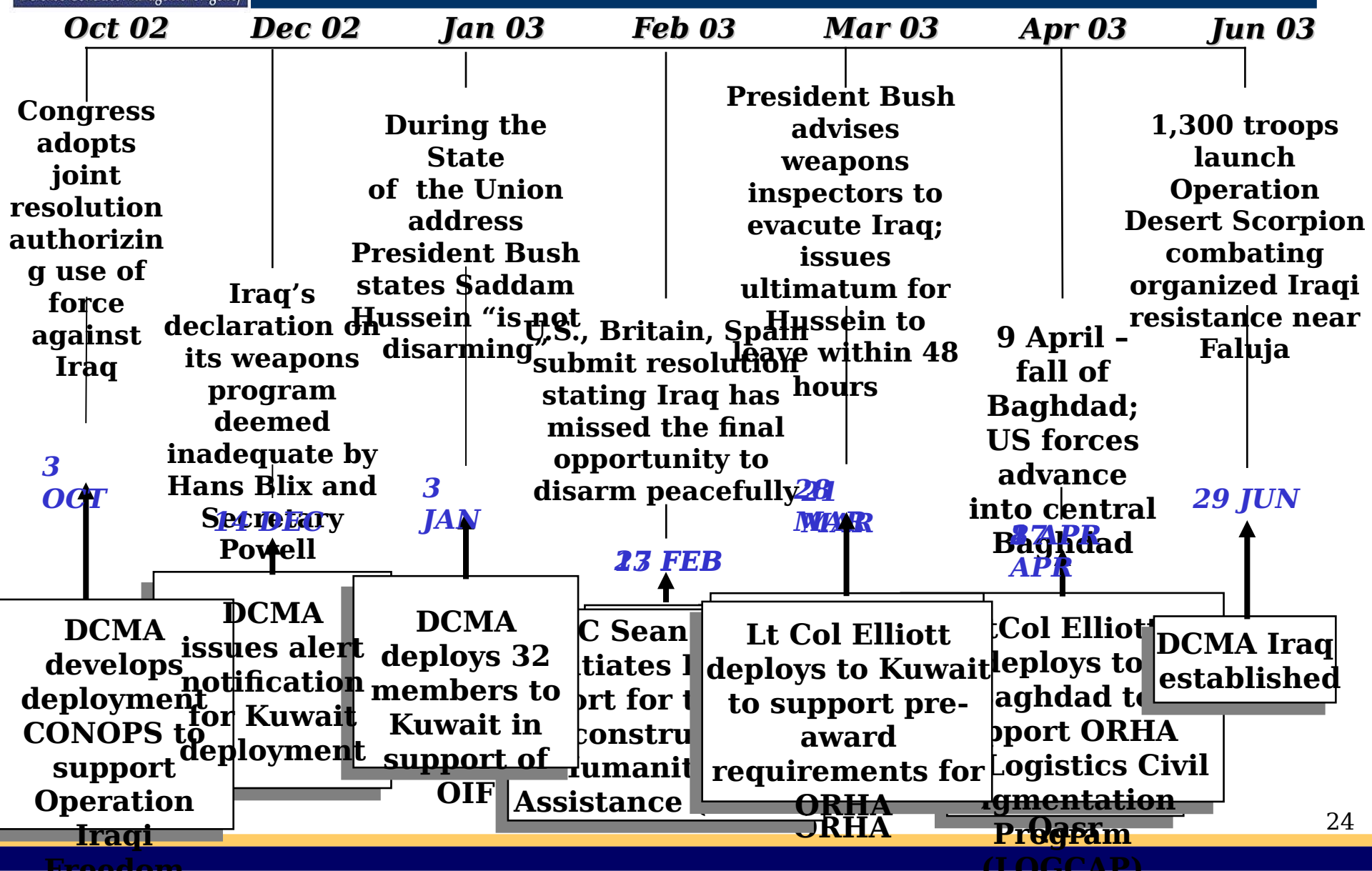
The Road to War


Oct 02
Dec 02
Jan 03
Feb 03
Mar 03
Apr 03
Jun 03
Congress adopts joint resolution authorizing use of force against Iraq
Iraq's declaration on its weapons program deemed inadequate by Hans Blix and Secretary Powell
During the State of the Union address President Bush states Saddam Hussein "is not disarming"
U.S., Britain, Spain submit resolution stating Iraq has missed the final opportunity to disarm peacefully
President Bush advises weapons inspectors to evacute Iraq; issues ultimatum for Hussein to leave within 48 hours
9 April – fall of Baghdad; US forces advance into central Baghdad
1,300 troops launch Operation Desert Scorpion combating organized Iraqi resistance near Faluja
3 OCT
14 DEC
3 JAN
17 FEB
20 MAR
7 APR
29 JUN
DCMA develops deployment CONOPS to support Operation Iraqi Freedom
DCMA issues alert notification for Kuwait deployment
DCMA deploys 32 members to Kuwait in support of OIF
C Sean
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Assistance
Lt Col Elliott deploys to Kuwait to support pre-award requirements for ORHA
ORHA
Col Elliott
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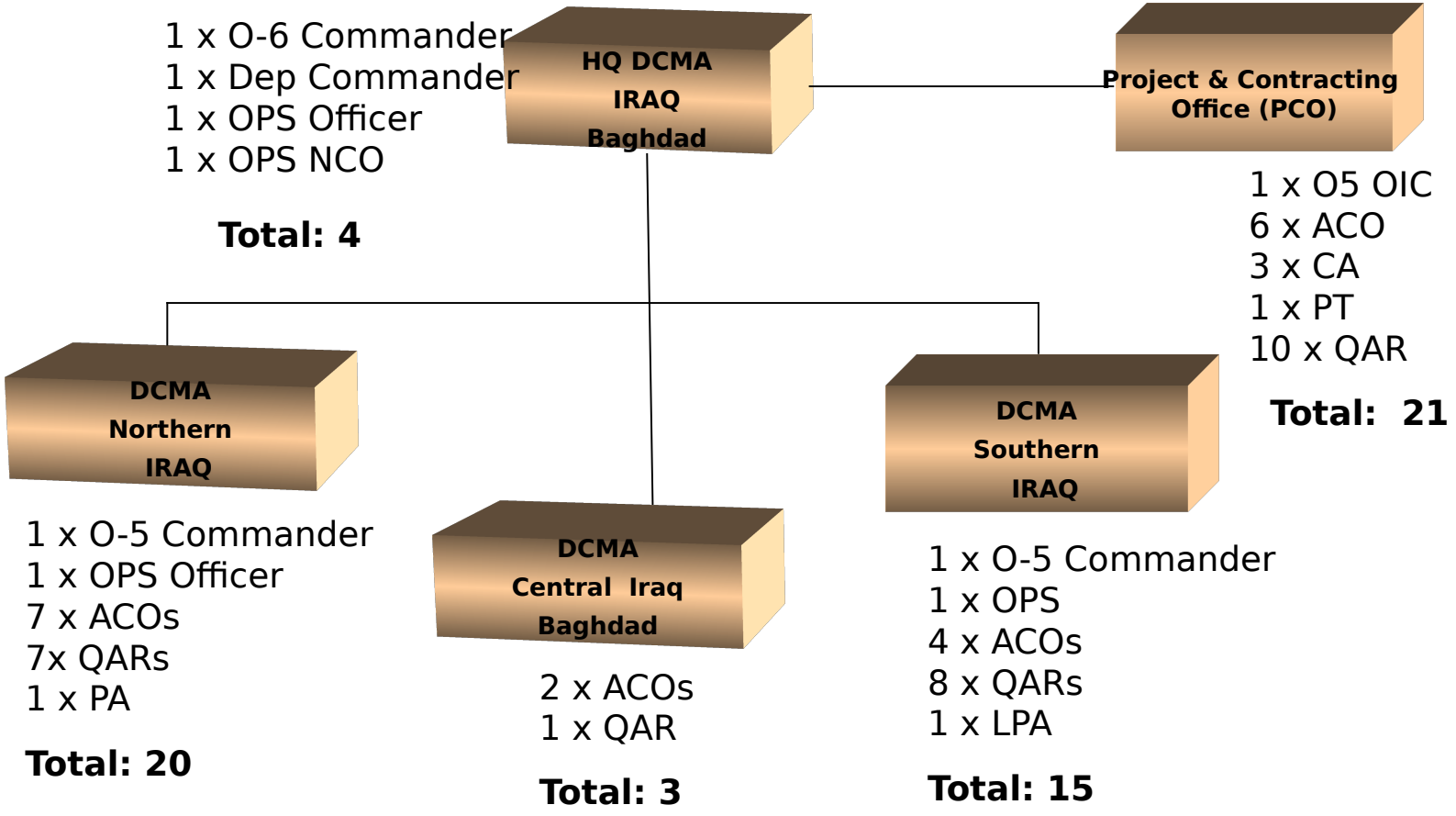
Logistics Civil
gmentation
Program
(LOGCAP)
DCMA Iraq established

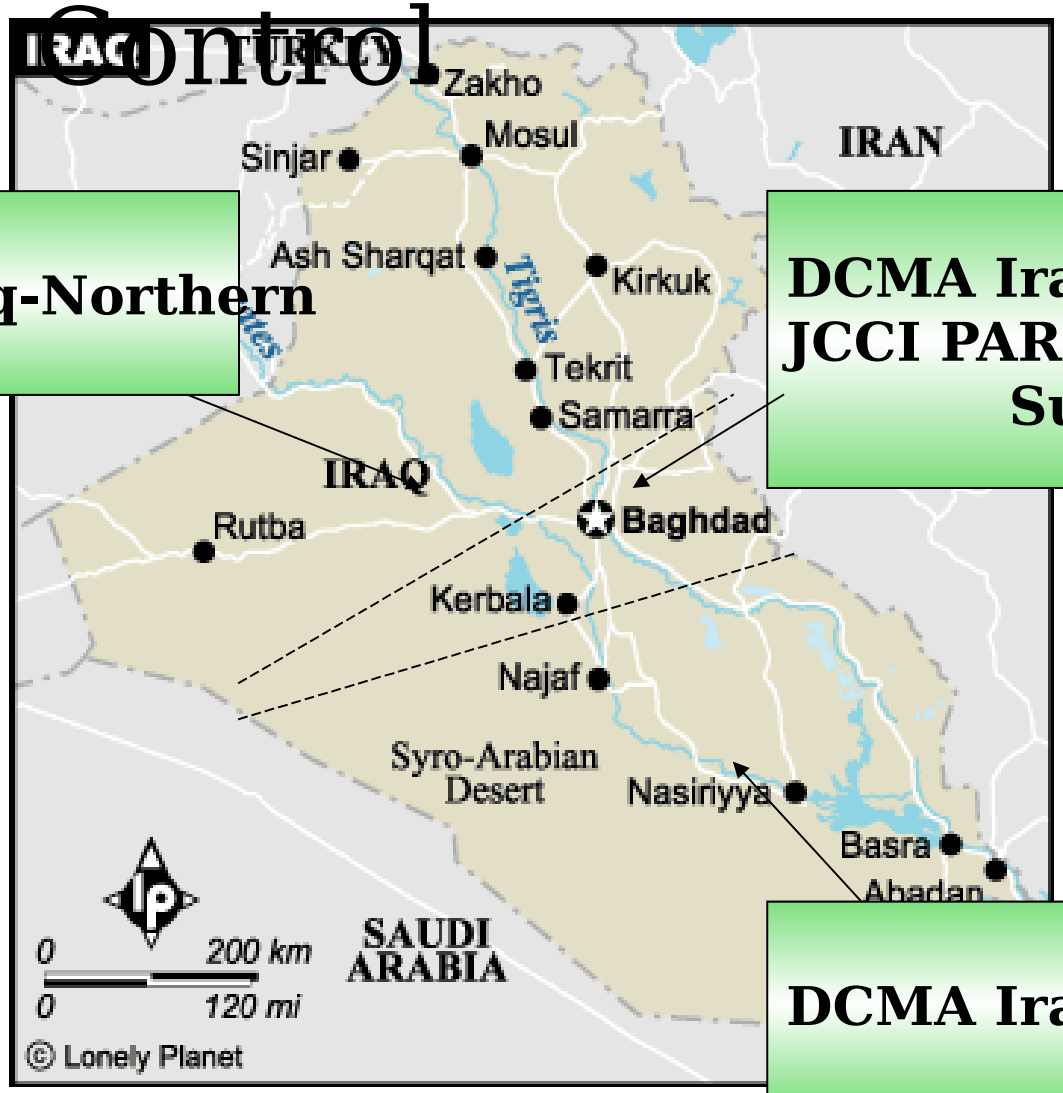
DCMA Iraq
“Humble Beginnings”

DCMA IRAQ



Reflects deployed personnel

Command and Control



DCMA Iraq-Northern

DCMA Iraq HQs and JCCI PARC-Reconstruct Support

DCMA Iraq-Southern

Iraq LOGCAP Task Orders

T.O.	T.O. Title	Lead ACO	ROM ($M)	Obligated ($M)	Payments ($M)	ULO ($M)
44	*CPA*	*LT Baum*	*$ 552.0*	*$ 569.0*	*$ 595.0*	*$ -26.0*
46	Camp Bucca	Maj Soule	$ 110.9	$ 113.7	$ 85.5	$ 28.2
56	Iraq Survey Group	Lt Col Millikan	$ 110.9	$ 161.5	$ 85.5	$ 76.0
57	Cedar/Adder II	Ms. Campbell	$ 480.5	$ 343.1	$ 268.8	$ 74.3
59	Multi-Nat'l Force – Iraq (MNFI)	Lt Col Sheridan	$ 6.3B	$ 5.4B	$ 5.0B	$ 428.0
61	*Multi Nat'l Division (Coalition) (ended 29 Sep)*	*Maj Swall*	*$ 392.7*	*$ 354.5*	*$ 346.7*	*$ 7.8*
64	*New Iraqi Army (NIA)*	*LT Baum*	*$ 41.2*	*$ 31.7*	*$ 30.1*	*$ 1.6*
91	Multi Nat'l Division (Coalition) LNTP (Oct 1 & 7, 2004)	Maj Swall	$ 478.6	$ 184.5	$ 122.4	$ 62.1
100	US Mission – State Dept	LT Baum	$ 432.9	$ 233.0	$ 125.0	$ 108.0
	TOTAL		$ 8.9B	$ 7.4B	$ 6.6 B	$760.0

IRAQ AFCAP Task Orders

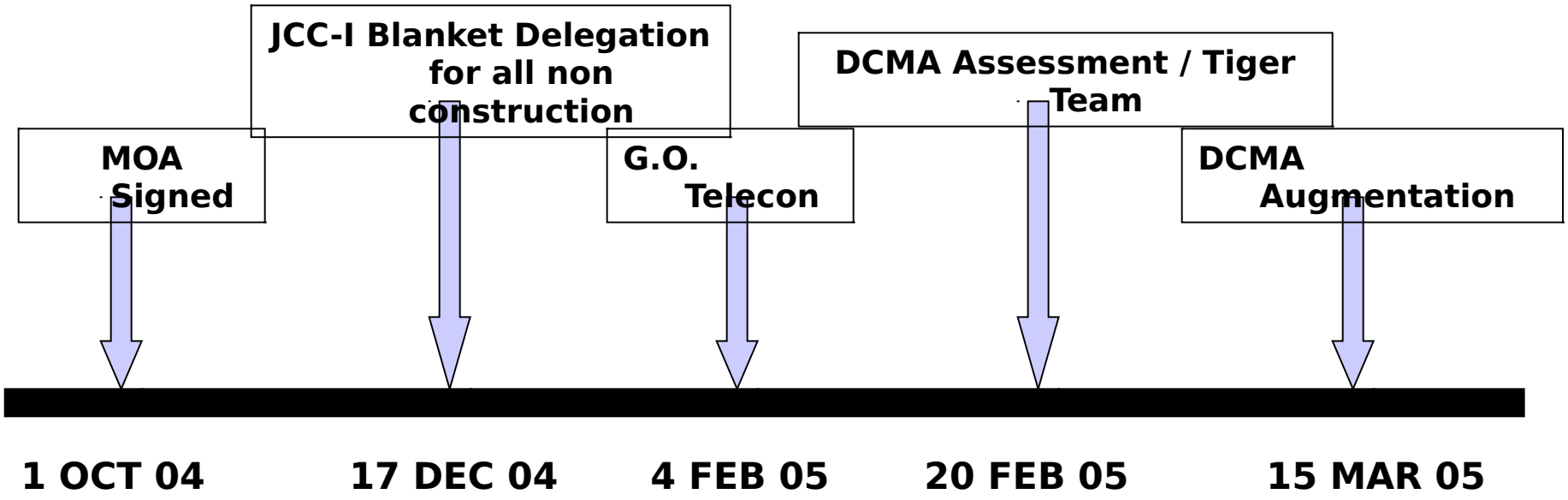
T.O.	T.O. Title	Lead ACO	ROM ($M)	Obligated ($M)	Payments ($M)	ULO ($M)
5139	Kirkuk – Move/Install Facilities from Turkey to Iraq	Capt Hobbs	$ 5.7	$ 5.7	$ 5.5	$ 0.2
5155	Taji – Housing & Prime Power	Capt Hobbs	$ 118.5	$ 118.5	$ 114.9	$ 3.6
5205	Taji – Facilities, Utilities, and Infrastructure Support	Capt Hobbs	$ 62.8	$ 49.7	$ 25.2	$ 24.5
5210	Kirkuk – Washers And Dryers	Capt Hobbs	$ 0.25	$ 0.24	$ 0.22	$ 0.02
5241	Kirkuk – Power Plant	Capt Hobbs	$ 21.8	$ 20.6	$ 0.5	$ 20.1
5242	Kirkuk – RED HORSE Team Equip Lease	Capt Hobbs	$ 4.8	$ 4.3	$ 0.5	$ 3.8
	TOTAL		$ 213.9 M	$ 199.0 M	$ 147.0 M	$ 52.0 M

Iraq Project and Contracting Office

The Iraq Project and Contracting Office (PCO) manages the $18.4 billion appropriated by the U.S. Congress to support the reconstruction of Iraqi infrastructure. This office is responsible for all activities associated with program, project, asset, construction and financial management of that portion of the reconstruction effort undertaken by the U.S.

- ✓Supports Oil, Electricity, Public Works & Water, Security & Justice, Transportation & Communications, and Buildings, Education & Health Sectors
- ✓ DCMA established MOA with PCO
- ✓ Major workload assessment performed in Mar

Assessment Background



Workload Assessment - Summary

- ✓ Closeout backlog is primary issue
  - Mainly commercial FFP contracts / POs
  - Requires considerable investigative legwork
  - >40% over 6 months past delivery due date
  - 99+% to be administered in Iraq

- ✓ File documentation…under tough conditions
  - Missing mods, payment / receipt documents
  - Significant “investigative” legwork to get status
  - Impacts of personnel turnover a challenge

- ✓ Steady new work, ~ 120 new awards/month

OIF Challenges - Strategic

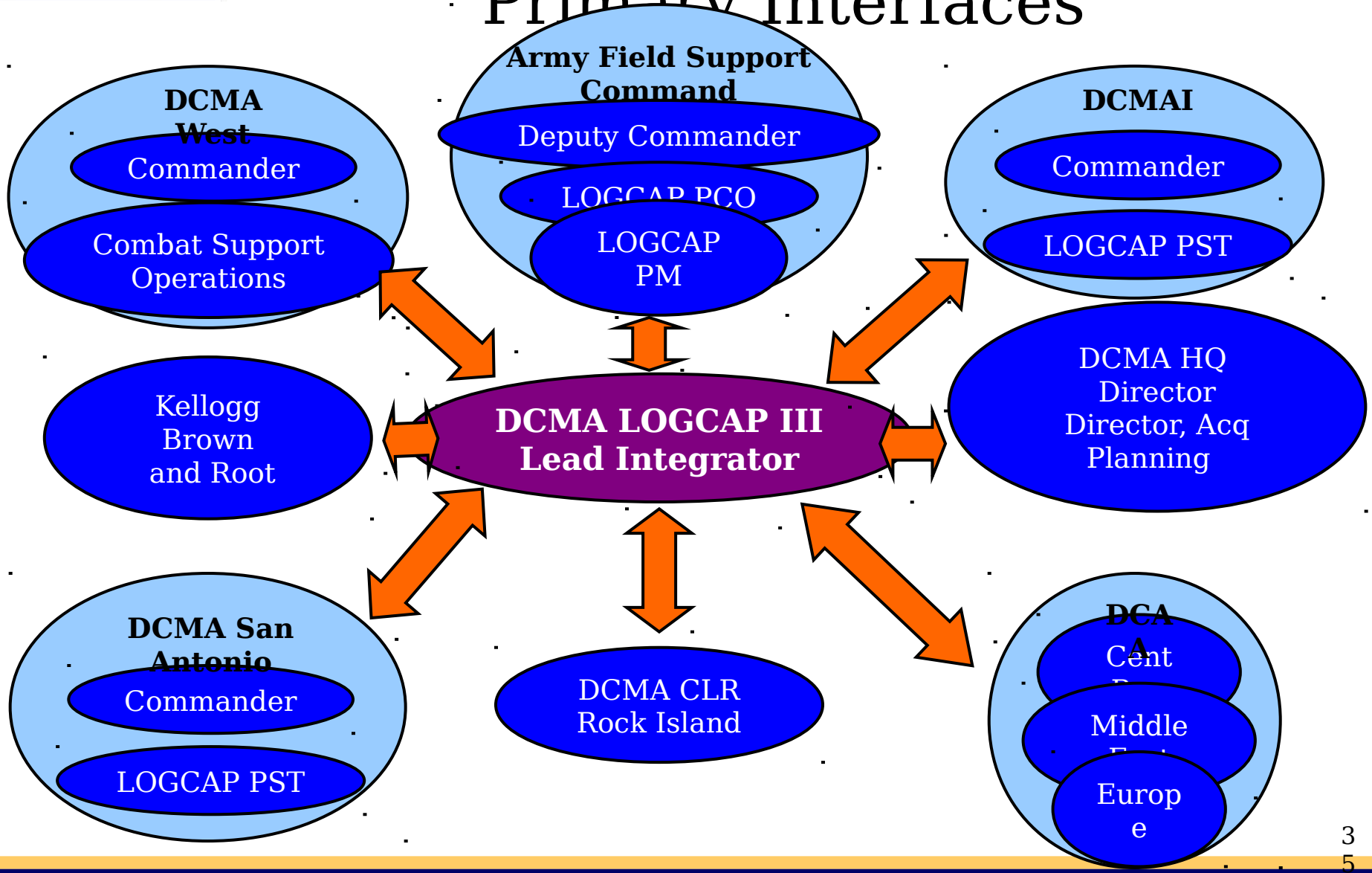
- ✓ Cost Control
  - Needs vs Wants
  - DCMA and customer hindered by quality/timeliness of cost reports
- ✓ Construction
  - Color of Money
- ✓ Customer Base
  - Multiple Missions
  - Multiple Funding Sources

OIF Challenges - Operation

- Understanding LOGCAP
  - ✓ Continuous Training
- Delegations
  - ✓P&CO
  - ✓Defense Supply Center Philadelphia
  - ✓ TACOM
- Contractor Reluctance to Share Data
- Experience of Deployees

DCMA LOGCAP III Lead Integrator

Primary Interfaces



OPERATION IRAQ FREEDOM/ OPERATION ENDURING FREEDOM

Lessons Learned

- Planning
  - ✓ Establish LNO with Customers
  - ✓ Staging of Personnel; Right Resource at Right Location
  - ✓ Up front Customer Education on DCMA and LOGCAP capability
  - ✓ Ensure Customer Knows Contractor Capability
  - ✓ Contractor Emphasis on ensuring Business Systems supports OPTEMPO
  - ✓ Post Hostility Acquisition Strategies
  - ✓ Pre-deployment Acquisition Support Training
  - ✓ Posture for Likely Scenarios----Procurement Authority

OPERATION IRAQ FREEDOM/ OPERATION ENDURING FREEDOM

Lessons Learned

- Execution
  - ✓ Inadequacy of Contractor's Business Systems
    - ✓ Cost Estimating System
  - ✓ Cost Control---New Requirements vetted
    - ✓ Acquisition Review Process
  - ✓ Contractor Personnel Turnover Rate and Recruitment
  - ✓ Management of Contractors on the Battlefield
  - ✓ Transition from CAP contract to Sustainment

DCMA
Defense Contract Management Agency

Major Challenges

- Defining the "Transition Point" fro
  True Contingency to Sustainment

- PERSTEMPO

Points of Contact

DCMA Combat Support Center

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connie.short@dcma.mil

DCMA International:

-CAPT Michael Tryon, Commander, DCMA International, DSN 312-328-1789,

michael.tryon@dcma.mil

-MAJ James Momon, Chief, Contingency Opns, DSN 312-328-1744,

james.momon@dcma.mil

DCMA LOGCAP Program Integrator

-COL Kenny Kendrick, LOGCAP PI, DSN 312-328-1163,

robert.kendrick@dcma.mil

DCMA: Bottom Line

Committed to professional, responsive, and quality support to the Warrior